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10 November 1977

MEMORANDUM FOR: Director of Central Intelligence

VIA: Mr. Ben Evans  
Advisor DCI/MAG

FROM: DCI/MAG

SUBJECT: Restructuring of DCI/MAG

1. Action Requested: Your review of the suggestions presented by MAG for revising its charter and approval of the recommendation contained in paragraph 3.

2. Background: The DCI/MAG as presently constituted provides for rotating terms for MAG members. Every 3 months one quarter of the MAG membership is changed. This overlap has provided some sense of continuity but on balance it has led to difficulty in establishing group cohesion and group identity. The MAG, as currently structured, rotates the chairmanship on a monthly basis. Such a procedure permits most of the MAG members to serve as chairman during the course of their tenure on the Group but this arrangement has impeded the development of a coherent and comprehensive MAG program.

In order to maintain the advantages now enjoyed and to eliminate certain of the difficulties now encountered, MAG has discussed the possibility of an alternative structure. It is suggested that MAG members serve a concurrent rather than an overlapping term. Such a change would have the following impacts: MAG members would get to know one another better, group dynamics would improve, a sense of group responsibility would be promoted and a coherent annual program would be more easily developed. In addition to these advantages which inure to the Group and to the individual MAG members, such an arrangement would increase the visibility of MAG, with the result that Agency personnel would become more familiar with their MAG representatives and more likely to contact them about problems.

Instead of a monthly rotation of the chairmanship, it is contemplated that a chairman would serve a three-month term.

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In order to preserve continuity between successive MAGs, we envision a meeting at [ ] at the beginning of the MAG term attended by the outgoing and incoming MAGs. During the weekend the outgoing MAG would deliver a series of formal and informal presentations detailing MAG history and the activities of the preceeding year. Accumulated materials dealing with MAG resources, procedures, capabilities and authorities would be made available to the new MAG members. At the end of the weekend the outgoing MAG would depart and an additional 2 or 3 days might be spent by the incoming MAG during which time the new members could become familiar with one another, tentative plans could be made for an agenda for the coming year, a chairman would be selected and a subcommittee structure could be developed to staff out the agenda items.

It is believed that MAG should serve as a sounding board for management and comment, either on its own initiative or at management request, on key issues which are nearly ripe for decision. MAG should also serve as a mechanism by which ideas, concerns, and recommendations of working level personnel are explored, staffed out, and presented to top management. It is essential, if MAG is to perform these functions, that it should have access to the DCI Morning Minutes, to the EAG minutes and related papers, and to the bi-weekly briefing notes given to the DCI. It is understood, however, that before MAG began to work on a particular problem of interest to Agency management, Mr. Evans would be informed and would obtain approval of senior management for MAG to proceed.

It is also necessary that each MAG member allocate a fixed amount of time to MAG duties, for example, a half day every 2 weeks. Additional meetings on an ad-hoc basis might be required and, of course, MAG members would devote larger blocks of time as required after hours. Agency managers who nominate MAG members should be aware of this time requirement and should make certain that such time is available. In order for MAG to be effective it must have secretarial support. The aperiodic nature of MAG business does not require a full-time dedicated secretary but the MAG should have the ability to call upon a floater or member of the secretarial pool on an ad-hoc basis.

The possibility that the normal MAG term should be longer than one year was considered but the sense of the Group was that one year would be a sufficient period of membership if MAG members served concurrent terms. However, in the absence of concurrent terms it was felt that a year was not sufficient to gain necessary familiarity with MAG issues and to attempt to resolve these issues.

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In order to effect the change from overlapping to concurrent terms, it is proposed that members currently serving on MAG have their terms extended to October 1978. Thus, the current MAG membership would serve as the first MAG sitting as a corporate body for a one-year term. Current MAG members would be offered a choice of extending their term or leaving the Group. A few, whose assignments or inclinations would not permit continued service or whose career designations have changed would probably request replacement.

3. Recommendations: It is requested that the MAG charter be changed to provide:

- A. a concurrent one-year term for MAG members,  
implemented by extending the term of current  
MAG members until October 1978;

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- B. that the MAG chairmanship be rotated every 3 months;

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for DCI/MAG

*Mr Blake & I suggest you  
approve the recommendations  
as stated in para 8.*

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